Commonwealth of Virginia Strategic Plan for Information Technology

Implementation Structure
Process, Roles & Responsibilities

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1. PLAN IMPLEMENTATION GOVERNANCE STRUCTURE

Governance and oversight of the execution, monitoring and maintenance of the Commonwealth Strategic Plan for Information Technology are needed for effective implementation. Figure 1 below describes the proposed structure.

Implementation governance will contain four main functions: the Information Technology Investment Board, Goal Champions, Goal Committees and the Planning Support Unit.

The ITIB will be the owner of the plan and provide oversight and guidance in all aspects of the Commonwealth Strategic Plan for Information Technology.

One committee will be established for each of the five plan goals. Goal Champions will provide leadership and chair the goal committees, ensuring that the committees meet regularly. Goal Champions will convene as a group as needed to communicate and discuss general planning issues and collaborate around related initiatives. Goal Champions will report to the ITIB.

Goal Committees are the driving force behind each goal. They have responsibility for ensuring progress at the initiative level through leadership and collaboration, and gathering and reporting data associated with a specific goal, and monitoring progress on objectives and measures.

The Plan Support Unit will supply support to the Goal Champions and Goal Committees. The Plan Support Unit will also serve in an advisory capacity to the ITIB as needed.
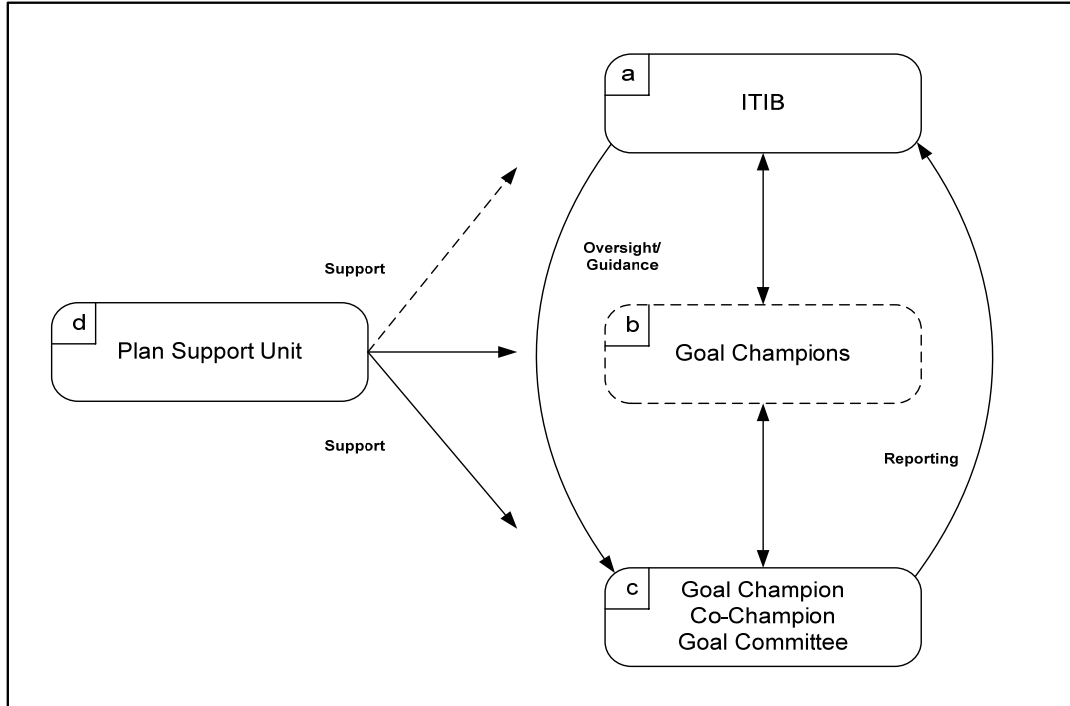

Figure 1

2. ROLES AND RESPONSIBILITIES

2.1 Information Technology Investment Board (ITIB)

The ITIB owns, oversees and provides guidance for the execution, monitoring and maintenance of the Commonwealth Strategic Plan for Information Technology and supporting processes.

Responsibilities include:

- Ownership of the plan
- Oversight, guidance and support to Goal Champions/Goal Committees
- Facilitate Goal Committees in obtaining resources for assigned responsibilities

2.2 Goal Champion

Listed below are responsibilities specific to Goal Champions relative to the designated Goal Committee.

Goal Champion responsibilities include:

- Chair and provide leadership to the Goal Committee
- Serve as liaison between the ITIB and the Goal Committee
- Ensure Goal Committees have available resources for their assigned responsibilities
- Chief promoter of the goal
- Facilitate access to information and resources to successfully execute the plan
- Monitor and track progress on the goal using performance indicators
- Provide progress reports to the ITIB

Co-Champion responsibilities include:

- Co-chair and provide leadership to the Goal Committee
- Support the Champion in the execution of their duties
- Brief the ITIB as required

2.3 Goal Committee

The Goal Committee is the driving force behind the goal. They have responsibility for ensuring progress at the initiative level through leadership and collaboration, and gathering and reporting data associated with a specific goal, its objectives and measures (see figure1,c). The Goal Committee membership will include a designated Goal Champion and Co-Champion and balanced representation from stakeholder groups,

weighted with representation from those groups most closely associated with carrying out the objectives and initiatives of the goal.

Responsibilities include:

- Ensure progress on initiatives
- Serve as the voice for the Commonwealth stakeholders
- Participate in the monitoring and tracking of progress on the plan
- Provide input and advice to the committee from their relevant prospective
- Serve as a promoter and communicator of the goal
- Develop and maintain initiative work plan
- Ensure measurements are maintained

2.4 Planning Support Unit

The planning support unit's primary function will be to support the Goal Champions and Goal Committees in all aspects of the implementation of the plan. Their secondary function will be to support and advise the ITIB on best practices. This unit will be established on an assistive model; any committee should be able to look to this center of excellence for advice and support in all areas of planning and performance measurement.

Responsibilities include:

- Support of the Goal Champions, Co-Champions and Committees
- Support in planning and performance measurement activities, including the coordination of measurement data
- Coordinate planning activities with the Department of Planning and Budget where appropriate to ensure consistency with planning across the Commonwealth
- Development and implement standards and templates for all levels of planning and performance measurement.
- Establish a web site to be used as a tool for planning and performance measurement that includes tools, templates, reference documents and established performance indictors displaying current status, etc.
- Establish an IT solution to support the gathering, storage and reporting of performance data.
- Establish continuous education and learning in the subject of planning and

performance management. Supply ongoing training an knowledge transfer to goal committees

- Establish a knowledge library where all planning and measurement related documents and materials would reside.

- Monitor external requirements that may impact or influence the plan and planning process, such as those of the Council on Virginia's Future and the Department of Planning and Budget.

3. RESOURCES

It is anticipated that resources to support the accomplishment of the strategic plan will come from a number of different sources. One of the main objectives of this implementation program is to leverage existing individual investments at an agency level for the greater good of the Commonwealth and for greater economies of scale. It will be important for those in leadership positions (Goal Champions, the ITIB, etc) to establish collaborative relationships with entities that can facilitate resource availability, such as the Department of Planning and Budget, the legislature, etc.

Goal Committees and the Planning Support Unit will need to draw from many information sources to identify known and currently unknown existing resources. Agency strategic plans, the IT portfolio, agency web sites and Council on Virginia's Future can provide a foundation of information on existing resources.

Efforts underway that are not documented in strategic plans or the portfolio will need to be identified through committee participants and through existing communications infrastructure, such as the Cabinet Technology Teams.

As the Commonwealth's planning process as a whole matures, agency strategic plans will evolve into alignment with the Commonwealth's plan and will present a clearer picture of existing resources than is currently available.

3.1 Known Existing Resources

A number of the initiatives identified within the Commonwealth Strategic Plan for Information Technology are currently in progress. These initiatives will ultimately come under the guidance and oversight of the appropriate goal committee. These initiatives also have resources already allocated to them reducing the need to secure additional resources for plan implementation.

3.2 Unknown Existing Resources

Across the Commonwealth, agencies working independently of each other are executing initiatives addressing the same issues (i.e. telecommuting, training, out of hours support policies, etc.). Each goal committee (relative to their initiatives) should identify where this is occurring and facilitate the use of those assigned resources to benefit the Commonwealth as a whole. This may entail building one team, releasing unused resources back to the agencies and sharing the results across the Commonwealth or coordinating with a single agency to take the lead and share its results across the Commonwealth.

3.3 Resource Gaps

As goal committees undertake the process of reviewing initiatives, there is the potential that gaps will be identified where no resources are currently allocated and there are no identifiable plans to allocate resources in the future. The goal committee should then attempt to identify where resources may be found. Ultimately. if no resources can be identified, the issue should be raised to the ITIB.

3.4 The Planning Support Unit

As defined in the prior section, the planning support unit has a primary mission of being a center of excellence for strategic planning and assisting the goal committees in their day to day activities. However, where the planning support unit has spare capacity, it can assist goal committees in the execution of their initiatives.